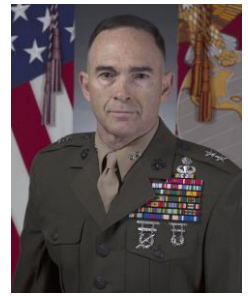




## 2D MARINE DIVISION COMMANDING GENERAL'S STAFF GUIDANCE

13 June 2016

Marines and Sailors on the 2d Marine Division Staff need to know how I think and operate. You represent me.



**Purpose:** We are a premier warfighting Division that exists to fight and win battles.

**Method:** We will prepare, fight, and win by integrating two vital components: SKILL and WILL.

- **Skill**. We will master the skills of our profession that enable us to accomplish our mission, both on the battlefield and in garrison. We will be true subject matter experts in our Division METL and combined arms. Study warfighting and maneuver warfare at the MEF level to understand how our Division fights. Be a professional staffer.
- **Will**. Developing the spirit of the Marines and Sailors in the Division headquarters is as much the responsibility of the principal and special staff members as it is of headquarters battalion. Know your men, women, and their families and look after their welfare.
- We will **create conditions for units to succeed**. Our Division only succeeds through the success of our subordinate units. Our staff focus will be to prioritize and allocate resources and create conditions for them to succeed. We must win their trust and confidence so they will go the extra mile to accomplish our mission. Therefore, look up, but focus down. Find a way to support requests from our units. Only I will say no to commanders.
- We will **apply Mission Command**, the decentralization of control with empowered subordinates exercising initiative in accordance with the superior commander's intent. Mission command will be built on trust, understanding, and intent.
- We will **establish trust**. Talk straight, demonstrate respect, create transparency, right wrongs, show loyalty, get better, confront reality, clarify expectations, practice accountability, listen first, keep commitments, and extend trust.
- We will **develop personal and professional relationships**. Personal relationships between human beings always rule the day. Establish them early and cultivate them, both within the Division staff and within your communities of practice. Harmony amongst staffs – higher, adjacent, and subordinate – is an expectation. Positive relationships with our higher headquarters will be the most beneficial to our mission accomplishment. High competence - no drama.
- We will **achieve unity of effort** by spontaneous cooperation of all elements of the force, not by conformity imposed from above. Ensure inclusive, collaborative planning with those who will execute our plans. Never task without staffing, and get a Warning Order out early.
- We will **strive for improvement**. Seek balanced excellence. Work on your weaknesses, not your strengths. Continuously look for ways to improve section processes and procedures. Produce quality products, recognized as such by others.
- We will **communicate**. What do I know? Who else needs to know? Have I told them yet? Do they understand?
- We will **foster a positive command climate**. Apply the tenets of our Maneuver Warfare doctrine to how we perform our staff responsibilities – in both a tactical and garrison setting – to foster a climate in which initiative, boldness and creativity will flourish. Take pride and enjoy serving in our "Follow Me" Division.

**End State:** A combat effective Second Marine Division team built on trust, commitment, competence, and cohesion.  
Marines and Sailors who know what's right, want to do what's right, and then do the right thing...every time.

Semper Fidelis,

J.K. LOVE

Major General, USMC